

Message Text

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DRAFTED BY M:LSEAGLEBURGER:ML

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TO USDEL SECRETARY PRIORITY

C O N F I D E N T I A L STATE 116431 TOSEC 010032

NODIS

E.O. 11652: GDS

TAGS: OVIP (KISSINGER, HENRY A.)

SUBJECT: CAROL LAISE'S PAPER ON "THE PROFESSIONAL
SERVICE OF THE DEPARTMENT OF STATE

FOR THE SECRETARY FROM EAGLEBURGER

1. YOU HAVE WITH YOU CAROL LAISE'S PAPER WITH ITS SIX
ATTACHMENTS ON THE PERSONNEL AND RELATED SYSTEMS OF THE
DEPARTMENT. IT IS A FIRST-RATE EFFORT BY A SERIES OF
PEOPLE SHE CALLED TOGETHER TO LOOK OVER PROBLEMS; I WENT
OVER IT WITH HER AND HER GROUP LAST WEEK AND THEY HAVE MADE
ALL THE CHANGES I SUGGESTED SO IT MUST, THEREFORE, BE
CORRECT.

2. SERIOUSLY, IT IS A GOOD JOB AND ONE THAT I THINK YOU
OUGHT TO GIVE US A GO-AHEAD ON AS SOON AS POSSIBLE. MY
ONLY MAJOR CONCERN IS THAT THE PRIORITIES PLANNING GROUP
SHE SUGGESTS BE KEPT TO AN ADVISORY ROLE. I DON'T THINK
THAT EITHER YOU OR I SHOULD MAKE DECISIONS BY COMMITTEE
AND HAVE MADE THAT POINT TO CAROL. SHE ACCEPTED. THE
CONCEPT ITSELF, HOWEVER, WITH THAT QUALIFICATION, IS A
GOOD ONE. PROPERLY USED IT CAN SERVE TO BRING TOGETHER
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PEOPLE, POSITIONS, MONEY AND POLICY, AS DISCUSSED WITH YOU

IN MY OWN MEMO OF A WEEK OR SO AGO.

3. ONE FINAL POINT UNRELATED DIRECTLY TO CAROL'S PAPER.

NEITHER SHE IN THIS PAPER NOR I IN MINE RAISED THE ISSUE OF DOING SOMETHING ABOUT THE WAY THIS BUILDING WORKS AND THINKS. I DID NOT WANT YOU TO THINK THAT I HAD EITHER FORGOTTEN ABOUT THIS PROBLEM OR WAS IGNORING IT. RATHER, I FIND IT THE MOST DIFFICULT ISSUE OF ALL TO GET A GRIP ON. THE PROBLEM, OF COURSE, RANGES FROM THE PONDEROUS CLEARANCE SYSTEM THROUGH THE EVER-PRESENT TENDENCY TO AVOID CONTROVERSY AND DISPUTE IN PAPERS SENT TO YOU, TO THE PROPER AND EFFECTIVE USE OF OUR TALENT. I HAVE FOUND, FOR EXAMPLE, THAT EVERY TIME I TALK TO JUNIOR AND MIDDLE GRADE OFFICERS ON COUNTRY DESKS ABOUT THEIR FAILURE TO PROVIDE YOU WITH REALLY FIRST-RATE ANALYSES OF THE POLITICAL, ECONOMIC, AND INTERNATIONAL PROBLEMS AND PREDILECTIONS OF THEIR PARTICULAR COUNTRIES, THEIR ANSWER IS ALMOST INEVITABLY THE SAME: WE WOULD LIKE TO DO THIS BUT WE SPEND TOO MUCH TIME CLEARING TELEGRAMS, DOING SECRETARIAL WORK, AND OTHER PERIPHERAL TASKS. THUS, THEY SAY, THEY HAVE TOO LITTLE TIME LEFT FOR THE SORT OF ANALYSIS YOU WANT. I SUSPECT BY AND LARGE THEY ARE CORRECT.

4. I INTEND, WITH YOUR OK, TO ASK A SENIOR FOREIGN SERVICE OFFICER (AT THIS POINT I'M NOT SURE WHO) TO PULL TOGETHER A SMALL GROUP TO LOOK INTO THESE PROBLEMS FOR THE NEXT SIX WEEKS OR SO AND TO COME FORWARD THEREAFTER WITH SOME SOLID RECOMMENDATIONS ON WHAT WE MIGHT DO. INGERSOLL

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